Government of Alberta

Employment and Immigration

2010-13

Ministry Business Plan

Alberta

Employment and Immigration

BUSINESS PLAN 2010-13

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2010 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of January 20, 2010 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Thomas Lukaszuk, *Minister of Employment and Immigration*
January 20, 2010

THE MINISTRY

The Ministry of Employment and Immigration includes the reporting entity of:

- **Department of Employment and Immigration** – The department develops and delivers policies, programs and services to foster labour force development; ensure fair, safe and healthy workplaces; and help those in need. The department also provides leadership for immigration and interprovincial labour mobility policy for the Government of Alberta, and coordinates resources to support the settlement and integration of new Albertans.

Also included in the ministry are:

- **Alberta Labour Relations Board** – a quasi-judicial tribunal responsible for the impartial application and interpretation of Alberta's labour relations laws.
- **Appeals Commission for Alberta Workers' Compensation (Appeals Commission)** – a quasi-judicial and impartial body responsible for the final level of appeal from decisions of the Workers' Compensation Board.
- **Workers' Compensation Board Medical Panels** – independent expert panels responsible for resolving medical issues relating to disputed Workers' Compensation Board claims. The Medical Panel Commissioner is responsible to the minister.

- **Occupational Health and Safety Council** – advises the minister on matters concerning the *Occupational Health and Safety Act*, regulations and matters concerning the health and safety of workers.

The following organization prepares its own business plan and annual report and is not included in this business plan:

- **Workers' Compensation Board** – an employer funded, not-for-profit organization legislated to administer the workers' compensation system for Alberta.

For more information about the ministry, please visit the website: employment.alberta.ca.

VISION

Albertans have a fair, safe and supportive environment in which to work and live.

MISSION

To contribute to the long-term sustainability of the economy by ensuring Alberta has a skilled workforce, productive and safe workplaces, and by helping to improve the well-being of Albertans.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The ministry's business plan supports the following goals in the *Government of Alberta Strategic Business Plan*:

Government of Alberta Goal 1: Alberta will have a prosperous economy.
The ministry works with business and industry to improve the recruitment, retention, skill development and productivity of the labour force, and to support inter-provincial and international migration to address skills and labour shortages.

Government of Alberta Goal 2: Albertans will be well prepared for lifelong learning.
The ministry provides programs, services, supports and information to help Albertans succeed in the labour market and be prepared for work and lifelong learning.

Government of Alberta Goal 5: Albertans will be healthy.
The ministry will continue to support the implementation of the Health Workforce Action Plan to attract and retain health professionals in the province. This will help increase access to quality health care and improve the efficiency and effectiveness of health care service delivery.

Government of Alberta Goal 6: Albertans will be independent and our children will be well cared for.
The ministry provides income support, health benefits, child support services, supports to victims of family violence and other financial benefits to help those in need and to ensure children are well cared for.

Government of Alberta Goal 7: Alberta will be a safe place to live, work and raise families.
The ministry promotes safe, healthy and productive workplaces, as well as fair, equitable and stable labour relations and employment standards environments to ensure fair, safe and healthy work environments for Alberta's workers.

Government of Alberta Goal 9: Alberta will have strong and effective municipalities and self-reliant Aboriginal communities.
The ministry helps communities with worker transition for the forest industry and mature workers, as well as labour force innovation initiatives. In addition, the ministry works to support Aboriginal economic and labour force development.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Challenges and opportunities exist as the ministry moves forward in achieving its goals. Alberta's fiscal situation is significantly affected by the economic downturn and all ministries are facing restraint. At the same time, high unemployment rates coupled with slow employment growth have resulted in large increases in employment insurance claimants and significantly more demand from Albertans for employment training and income supports. In addition, with layoffs across sectors throughout the province, employers are also feeling the impacts of the economic downturn. Under these circumstances, the ministry will be challenged to protect vulnerable Albertans while at the same time preparing for the next phase of growth.

Despite these challenges, it is the right time for Alberta to remain strategically focused on addressing short- and long-term labour needs. In addition to connecting unemployed Albertans to new jobs, the ministry will assist unemployed Albertans enter training programs and help them to improve their skills for future jobs. Another opportunity exists to collaborate with community organizations, the federal government, Aboriginal leaders, business, industry, educators and other provincial ministries to support Albertans who have traditionally been under-represented in the labour market. Alberta will also compete globally to attract skilled international migrants from targeted occupations and ensure they are fully integrated into communities.

STRATEGIC PRIORITIES

Based on the opportunities and challenges facing Employment and Immigration, as well as the linkages to the *Government of Alberta Strategic Business Plan*, the ministry has identified the following strategic priorities. Coupled with the important and ongoing activities of the ministry, these strategic priorities set the stage for the core businesses, goals, strategies and performance measures that will guide Employment and Immigration.

1. **Alberta's labour force**

   Linkage:

   Goal 1

   Investment in the labour force is a shared responsibility among government, industry sectors, educational institutions, labour groups and communities. Employment and Immigration is taking constructive steps toward ensuring Albertans have the skills and supports they need to participate in the workforce; support safe and productive workplaces; enhance value-added activity; increase innovation; and improve the long-run sustainability of Alberta's economy and communities. As part of Employment and Immigration's focus on the long-term direction of Alberta's labour force, the ministry will continue to review current and future labour force needs to increase Alberta's competitiveness and prepare for future growth and prosperity in a more knowledge-intensive and technology-based economy.

2. **Alberta's immigration approach**

   Linkage:

   Goal 2

   The Government of Alberta takes a holistic, inclusive and long-term view of immigration, which is based on three interrelated areas of focus: Attract, Welcome, and Integrate. Employment and Immigration continues to implement Supporting Immigration and Immigrants to Alberta, the province's framework for a coordinated approach to immigration. The framework guides how Alberta markets the province as a destination of choice for skilled workers, is welcoming to newcomers, and helps them to integrate and settle into Alberta's communities and workplaces successfully. As well, the ministry will implement the Foreign Qualification Recognition Plan to optimize the contribution and success of foreign-trained professionals in Alberta's labour force.

3. Aboriginal economic and labour force development

Linkage:

Goals 1 and 3

Employment and Immigration is committed to ensuring Aboriginal Albertans have the necessary skills to help address labour force needs today and in the future. The ministry is working in partnership with the federal government, Aboriginal leaders and communities, business, industry, educators and other provincial ministries to support Aboriginal economic and labour force development on- and off-reserve. This includes working to increase the total off-reserve labour force of Alberta's First Nations, Métis and Inuit to 74,000 by 2010. The ministry will also help those who are already working to maximize their skills, as well as foster and provide support for business development to create innovative and sustainable Aboriginal businesses and communities.

4. Occupational Health and Safety

Linkage:

Goal 4

Employment and Immigration is committed to the importance of safe and healthy workplaces and strives to affect the reduction of work-related injuries and illnesses. Utilizing the Work Safe Alberta Strategy, the ministry will continue to focus on reducing disabling injuries and illnesses, lost-time claims and fatalities over the next three years. The ministry will also work in partnership with industry to promote and maintain safe and healthy workplaces.

5. Self-reliance of Albertans

Linkage:

Goal 3

Despite challenging times during an economic downturn, participation in the labour force continues to be critical to help promote independence. Employment and Immigration plays a significant role in helping Albertans and their families obtain the skills and supports they need to be self-reliant through training and employment. The ministry will continue to find innovative ways through new technology and increased productivity to deliver client-centered programs and services to minimize unemployment. Through collaboration with other ministries, business, labour, educational institutions and community partners, the ministry aims to ensure every citizen is afforded the opportunity to find and secure meaningful work.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Investing in Alberta's labour supply

Employment and Immigration works to ensure Alberta has a sufficient supply of workers to meet the needs of the economy now and in the future. This includes attracting and retaining other Canadians and immigrants to Alberta's labour force.

GOAL ONE **1** **Alberta is able to meet its labour force requirements**

What It Means

A skilled and productive labour force is vital in supporting Alberta's economy. To support the integral work being done in this area, the ministry will continue working with industry to ensure it remains responsive to changing economic and labour force requirements and meets the long-term needs for the future workforce. In addition, the ministry will work with the federal government, Aboriginal communities and other provincial ministries to support Aboriginal economic and labour force development. The ministry also continues to focus on current and emerging skills and labour requirements as well as issues related to labour force retention and productivity.

Strategies

1.1 Continue to address current and future labour force needs to increase Alberta's competitiveness and prepare for future growth.

1.2 Continue to support industry sectors in the implementation of sector-led workforce strategies established under *Building and Educating Tomorrow's Workforce.*

1.3 Develop and support labour market initiatives designed for Aboriginal Peoples and create partnerships with Aboriginal communities, including First Nations on- and off-reserve, Métis and Inuit to increase their economic and labour force participation.

1.4 Continue to support the implementation of the Health Workforce Action Plan.

1.5 Foster continued development of the Office of Statistics and Information, which will consolidate and disseminate official statistics and other key government data to support strategic management, policy development and decision-making across the Government of Alberta.

Performance Measures	Last Actual (year)	Target 2010-11	Target 2011-12	Target 2012-13
1.a Labour Productivity: inter-provincial rank of real Gross Domestic Product in dollars per hour worked (#1 is the highest)	#1 ($47.53) (2008)	#1	#1	#1
1.b Inter-provincial rank of Alberta First Nations, Métis and Inuit off-reserve labour force participation rate (#1 is the highest)	#1 (71.6%) (2008)	#1	#1	#1
1.c Inter-provincial rank of Alberta labour force participation rate (#1 is the highest)	#1 (74.7%) (2008)	#1	#1	#1
1.d Percentage of employers who reported no positions vacant for more than four months[1]	75% (2007-08)	n/a	75%	n/a

Note:
1 Survey conducted every two years.

GOAL TWO 2 Alberta is able to attract and retain workers to the province

What It Means As part of its ongoing labour force initiatives, the ministry leads the development and implementation of policies and programs for Alberta's immigration approach. Alberta will look first within its own borders, to other parts of Canada and then to other countries, to fill current and future labour force needs. Equally important, the ministry supports retention initiatives that help newcomers as they settle in Alberta's communities and integrate into its workplaces.

Strategies

2.1 Work with the Government of Canada to maximize the use of the federal immigration system to contribute to the building and strengthening of Alberta's labour market.

2.2 Continue to lead foreign qualification recognition initiatives to assist newcomers to work to their full potential in Alberta.

2.3 Promote and deliver an Alberta Immigrant Nominee Program that is responsive to and supports the changing labour needs of the province.

2.4 Continue the targeted implementation of Alberta's international marketing strategy in order to stay globally competitive and attract workers to meet current and future labour shortages.

2.5 Develop and implement policies, programs and services in the areas of settlement, language training, and community engagement.

2.6 Increase the supply of skilled workers by continuing to facilitate and improve labour mobility for regulated occupations through inter-provincial and pan-Canadian trade agreements.

Performance Measures	Last Actual (year)	Target 2010-11	Target 2011-12	Target 2012-13
2.a Number of new immigrants to Canada who choose Alberta as their destination[1]	24,195 (2008)	25,000	26,000	27,000
2.b Alberta's net inter-provincial migration	20,616 (2008)	15,000	15,000	15,000
2.c Provincial nominations forwarded to the federal government through the Alberta Immigrant Nominee Program:				
• Number of certificates forwarded	3,519	5,000	5,000	5,000
• Total number of individuals nominated	9,012 (2008-09)	11,500	11,500	11,500
2.d Number of International Qualifications Assessment Services assessment certificates issued	5,942 (2008-09)	6,300	6,300	7,000

Notes:

1 The Government of Canada is responsible for the final admission of immigrants to Alberta as well as for setting annual target immigration levels for Canada.

Core Business Two: Investing in the skills and supporting the independence of Albertans

Employment and Immigration helps individual Albertans and families realize their potential and ability to share in the social, economic and cultural fabric of the province.

GOAL THREE 3 All Albertans share in and contribute to the economic prosperity of Alberta

What It Means The ministry works to help Albertans who are able to participate in the labour market, including those who are under-represented, find and maintain employment. In partnership with the federal government, the ministry provides supports for Albertans to upgrade their skills to enable greater labour market participation. The ministry also works in cooperation with other ministries to develop ways to address issues facing Albertans with lower incomes. In addition, the ministry provides health benefits, child support services and financial assistance to help Albertans move to employment, remain in the labour force and be as independent as possible.

Strategies

3.1 Develop and provide the tools, information and services that individual Albertans need to develop skills, find and keep employment, manage their careers and adapt to the changing labour market.

3.2 Provide income support and other programs and services to help working Albertans remain employed, learners who are improving their skills through training, Albertans escaping family violence, the homeless and those unable to work.

3.3 Increase the financial independence and attachment to the labour market of Albertans by providing health benefits to eligible individuals and families, and child support services to help ensure non-custodial parents provide financial support to their children.

Performance Measures	Last Actual 2008-09	Target 2010-11	Target 2011-12	Target 2012-13
3.a Percentage of clients reporting they are either employed or in further education or training after leaving a training program	74.4%	75%	75%	75%
3.b Percentage of participants employed after leaving Income Support	69%	70%	70%	70%
3.c Percentage of Child Support Services clients with potential for child support who have either a support order or an agreement in place when the file closes	78%	80%	80%	80%
3.d Alberta Health Benefits:				
• Percentage of Alberta Child Health Benefit parents who agree the program helps them obtain dental, optical and prescribed drug services they would not otherwise be able to receive for their children[1]	93%	90%	n/a	90%
• Percentage of Alberta Adult Health Benefit clients who agree the program helps them obtain dental, optical and prescribed drug services they would not otherwise be able to receive[1]	92%	90%	n/a	90%

Note:

1 Survey conducted every two years.

Core Business Three: Investing in Alberta's workplaces

Employment and Immigration supports fair, safe and healthy workplaces.

GOAL FOUR 4 Alberta has a fair, safe and healthy work environment

What It Means Supported by an effective legislative framework, fair, safe, healthy and productive workplaces increase the quality of life for Alberta workers and help keep Alberta competitive in the global economy. The ministry helps employers and organizations develop positive labour-management

relationships through better communication, problem solving and cooperation. The ministry also regulates and monitors Alberta's workplaces, and informs employers and employees about their workplace rights and responsibilities with respect to health and safety and employment standards through promotion and education.

Strategies

4.1 Establish a renewed Work Safe Alberta strategy with stakeholders to continue to reduce workplace disabling injury and illness, lost-time claims and fatality rates.

4.2 Develop and implement a strategy with stakeholders that will address the reduction of occupational cancers and other work-related diseases.

4.3 Analyze existing workplace legislation and associated programs on an ongoing basis to ensure workers and employers continue to have the tools they need to respond to changes in the workplace and maintain fair, safe and healthy work environments.

4.4 Support Alberta's workplaces to resolve management and union disputes and relationship issues effectively by providing mediation, arbitration and facilitation services.

4.5 Work with stakeholders to enhance compliance with employment standards and workplace health and safety.

4.6 Continue to develop and provide employers and workers with access to workplace health and safety and employment standards information, focusing on inexperienced workers and those new to Alberta.

4.7 Ensure that professional and occupational associations are governed to serve the public interest.

4.8 Continue to support temporary foreign workers and employers to ensure they are aware of their workplace rights and responsibilities, and liaise with federal, provincial and municipal levels of government as well as non-governmental and community organizations to resolve issues arising from temporary employment arrangements.

Performance Measures	Last Actual (year)	Target 2010-11	Target 2011-12	Target 2012-13
4.a Percentage of collective bargaining agreements settled without a work stoppage (strike or lockout)	99% (2008-09)	98%	98%	98%
4.b Percentage of employers whose employment practices resulted in no complaints being registered with Employment Standards	97% (2008-09)	97%	97%	97%
4.c Lost-Time Claim Rate: number of lost-time claims per 100 person-years worked[1]	1.88 (2008)	1.75 or less	1.60 or less	1.45 or less
4.d Disabling Injury Rate: number of disabling injury claims per 100 person-years worked[2]	3.63 (2008)	3.30 or less	3.00 or less	2.70 or less

Notes:

1 The Lost-Time Claim Rate represents the probability or risk of an injury or disease to a worker during a period of one year that will result in time lost from work. The lower the Lost-Time Claim Rate, the lower the probability of worker injury or disease. A Lost-Time Claim is a claim for an occupational injury or disease that causes the worker to have time away from work, beyond the day of injury.

2 The Disabling Injury Rate represents the probability or risk of a disabling injury or disease to a worker during a period of one year of work. A Disabling Injury Claim combines both the Lost-Time and Modified-Work concepts to produce an overall figure. It occurs when an occupational injury or disease disables the worker causing either time lost from work or modification of normal work duties.

The following two goals relate to the Alberta Labour Relations Board and Workers' Compensation-related appeals.

GOAL FIVE 5 Alberta's labour relations laws are administered in a fair and equitable manner

What It Means The Alberta Labour Relations Board is an independent and impartial administrative tribunal, responsible for the day-to-day application and interpretation of Alberta's labour laws. The board processes applications and frequently conducts hearings on matters arising from both private and public employment sectors. Some, but not all, of the issues that come before the Alberta Labour Relations Board include certifications, revocations, various votes, bargaining unit determinations and unfair labour practices which fall under the *Labour Relations Code*, *Public Service Employee Relations Act* and *Police Officers Collective Bargaining Act*.

Strategies

5.1 Provide timely, effective and efficient services to the Alberta labour relations community.

5.2 Promote use of Alternative Dispute Resolution methods to solve issues before reaching formal hearings.

5.3 Render clear and timely decisions for the parties.

Performance Measures	Last Actual 2008-09	Target 2010-11	Target 2011-12	Target 2012-13
5.a Average number of days from the acceptance of an application to the date of the first hearing	86	70	70	70
5.b Percentage of applications, with Board involvement, settled before reaching a formal hearing[1]	67%	57%	57%	57%
5.c Percentage of decisions rendered within 90 calendar days from the completion of the hearing(s)	88%	85%	85%	85%
5.d Percentage of decisions rendered within 180 calendar days from the completion of the hearing(s)	100%	100%	100%	100%

Note:

1 Certifications and Revocations are not included as they are mandated to go to the hearing if the applicant demonstrates sufficient statutory requirements. However, it is common for the numerous and sometimes complicated issues relating to these applications to benefit from board settlement efforts.

GOAL SIX

6 Alberta has an effective mechanism for the final appeal of Workers' Compensation Board decisions

What It Means Having an independent and impartial body to hear appeals of decisions made by the Workers' Compensation Board is essential. This final level of appeal is important for workers, employers and the Workers' Compensation Board as well. The fair and consistent application of legislation, policy and principles of natural justice is required to ensure solid, defendable decisions.

Strategies

6.1 Provide a timely appeal service.

6.2 Provide fair decisions on appeal applications.

Performance Measures	Last Actual 2008-09	Target 2010-11	Target 2011-12	Target 2012-13
6.a Average number of days of processing time required by the Appeals Commission from the date the appeal is received until the appeal is finalized:[1]				
• Standard Appeals	172	135 or less	135 or less	130 or less
• Complex Appeals	212	180 or less	180 or less	180 or less
6.b Percentage of the total number of Appeals Commission decisions issued that are either not challenged or are not overturned upon review by the Courts, the Ombudsman or by the Appeals Commission on reconsideration	98.1%	Greater than 98%	Greater than 98%	Greater than 98%

Note:

1 Standard Appeals are those appeals with two or less straightforward issues that require normal preparation, decision-making and decision writing. Complex Appeals encompass matters with complicated medical/adjudicative and unique legal arguments (usually three or more).

MINISTRY SUPPORT SERVICES

Ministry support services support the effective and efficient development, management and delivery of Employment and Immigration programs and services, promote simplification and integration, and encourage continuous improvement throughout the ministry in order to better serve Albertans. Ministry support services also includes functions such as finance, human resources, information management and technology, privacy protection services, systems, strategic planning, reporting, evaluation, statistical analysis and dissemination of information, appeals services, communications, legislative planning and intergovernmental relations.

These services do not directly fall under a specific business plan goal but contribute to the overall success of the ministry. Ministry support services assist in integrating the ministry to ensure it is run effectively and efficiently.

EXPENSE BY CORE BUSINESS
(thousands of dollars)

	Comparable					
	2008-09 Actual	2009-10 Budget	2009-10 Forecast	2010-11 Estimate	2011-12 Target	2012-13 Target
Investing in Alberta's labour supply	103,582	132,974	122,867	108,497	108,597	108,519
Investing in the skills and supporting the independence of Albertans	816,698	821,404	1,009,246	937,268	887,138	924,745
Investing in Alberta's workplaces	50,263	55,350	54,682	54,423	54,980	55,414
MINISTRY EXPENSE	970,543	1,009,728	1,186,795	1,100,188	1,050,715	1,088,678

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable					
	2008-09 Actual	2009-10 Budget	2009-10 Forecast	2010-11 Estimate	2011-12 Target	2012-13 Target
REVENUE						
Internal Government Transfers	11,987	11,987	11,987	11,987	11,987	11,987
Transfers from Government of Canada	281,621	327,021	380,414	384,969	327,315	331,634
Premiums, Fees and Licences	723	564	700	700	700	700
Other Revenue	33,609	40,701	40,701	39,551	39,688	40,152
MINISTRY REVENUE	327,940	380,273	433,802	437,207	379,690	384,473
EXPENSE						
Program						
Employment - Program Planning and Delivery	144,343	140,357	144,389	139,987	134,986	134,985
Employment and Training Programs	163,265	164,040	191,610	176,566	156,744	194,244
Partnerships with Industry and Employers	7,494	15,790	15,196	10,968	10,468	10,468
Health Benefits	111,426	112,322	137,725	132,050	132,050	132,050
Income Supports	364,206	361,055	490,764	449,766	435,119	435,119
Workplace Standards - Program Support	1,639	1,468	1,263	1,198	1,198	1,198
Labour Relations	1,991	2,229	1,957	1,841	1,841	1,841
Professions and Occupations	933	1,358	1,358	1,274	1,274	1,274
Occupational Health and Safety	22,303	26,230	26,230	27,334	27,694	27,694
Employment Standards	11,273	10,580	10,580	10,493	10,493	10,493
Workers' Compensation Medical Panels	250	304	304	315	315	315
Immigration Policy Support	4,959	5,247	4,947	4,730	4,730	4,730
Immigration Programs	55,532	78,485	74,143	65,420	65,420	65,420
Health Workforce Development	39,754	45,000	40,150	35,000	35,000	35,000
Federal Community Development Trust	4,726	10,000	10,000	10,000	-	-
Labour Relations Board	3,154	3,176	3,176	3,045	3,045	3,045
Workers' Compensation Appeals	8,486	10,162	10,162	9,157	9,294	9,758
Ministry Support Services	22,473	21,901	21,901	21,020	21,020	21,020
Valuation Adjustments and Other Provisions	2,336	24	940	24	24	24
MINISTRY EXPENSE	970,543	1,009,728	1,186,795	1,100,188	1,050,715	1,088,678
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(642,603)	(629,455)	(752,993)	(662,981)	(671,025)	(704,205)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable					
	2008-09 Actual	2009-10 Budget	2009-10 Forecast	2010-11 Estimate	2011-12 Target	2012-13 Target
Ministry Revenue	327,940	380,273	433,802	437,207	379,690	384,473
Inter-ministry consolidation adjustments	(11,987)	(11,987)	(11,987)	(11,987)	(11,987)	(11,987)
Consolidated Revenue	315,953	368,286	421,815	425,220	367,703	372,486
Ministry Expense	970,543	1,009,728	1,186,795	1,100,188	1,050,715	1,088,678
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Expense	**970,543**	**1,009,728**	**1,186,795**	**1,100,188**	**1,050,715**	**1,088,678**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(654,590)	(641,442)	(764,980)	(674,968)	(683,012)	(716,192)

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